



DEPARTMENT OF THE ARMY
HEADQUARTERS, U.S. ARMY MATERIEL COMMAND
5001 EISENHOWER AVENUE, ALEXANDRIA, VA 22333 - 0001

REPLY TO
ATTENTION OF

08 APR 1997

AMCPE-ROC

MEMORANDUM FOR SEE DISTRIBUTION

SUBJECT: Management and Execution of AMC Reshape Initiatives

1. We have made tremendous strides in establishing a flexible strategic framework of policies and procedures through which this Command's overall reshaping will occur. To maintain our positive thrust, we must continually recognize and remain alert to the sensitivities in the environment in which we work.
2. Therefore, I need your personal attention in ensuring that the total reshape process is judiciously managed and all proposed changes are consistent with the AMC/Army position and are appropriately coordinated, approved, executed, and monitored. To that end, it is essential that all commands and activities establish and maintain Reshape Operation Centers (ROC) as the focal point for all reshape actions.
3. Each ROC should include, as a minimum, functional experts in the following areas: Civilian Personnel Administration, Resource Management, Base Realignment and Closure, Public Affairs, Legislative Affairs, Legal Affairs, and Equal Employment Opportunity. As the single command focal point for all reshape-related actions and issues, the members of ROC teams should coordinate on all actions, thus ensuring that all functional areas are cognizant of, and have input to, all reshape actions prior to their being forwarded to higher headquarters for review and further action.
4. Because of the sensitive nature of reshape planning and the potential negative impact of rumor and misinformation, special attention should be directed toward communication planning that will ensure timely, accurate information up and down the chain of command, "spoken with one voice."


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5. Toward this end, I have instituted two new steps in the Reshape process. First, after having analyzed your budget guidance, but prior to beginning any Reshape Contingency Planning, the HQ AMC ROC office must be notified. This HQ AMC notification should include information concerning when your planning will begin, the reason for the action and the potential magnitude of the proposed reshape action. Once HQ AMC has been notified and you have been given approval to proceed, your local ROC team should be convened to prepare and coordinate information to be released to your local Congressional delegation concerning the proposed action. After the Congressional delegation has been advised, a union representative should be included in the planning process. In that reshape contingency planning and execution are primarily personnel-related actions, these issues will flow through personnel channels.

6. Effective reshape planning and execution requires a total team effort at all levels of command. By informing the local Congressional delegation that contingency planning is necessary, we may be able to minimize Congressional concerns. With your help, I am confident that we will attain the desired level of excellence and effectiveness in the management of our reshape actions.

7. AMC -- America's Arsenal for the Brave.


JOHNNIE E. WILSON
General, USA
Commanding